11 March 1966

MEMORANDUM FOR: Deputy Director for Science and Technology

SUBJECT   : ADP Personnel in OCS

1. Had the Director of Personnel acted with his usual courtesy and contacted OCS before writing his Memorandum, it would not be filled with misinformation and piece-meal conclusions.

2. I certainly am prepared to admit, as will any other ADP manager today, that the personnel situation in the ADP field is a serious problem. Recent estimates indicate that there are more than 100,000 unfilled ADP positions in the United States at present, and that by 1970 this number will double.

3. As a consequence, the ADP field is highly mobile and job hopping is a common practice because it is a seller's market.

4. I think the Director of Personnel has exaggerated some superficial symptoms of the problem as he has seen it through the window of exit interviews. However, the underlying cause of ADP problems in government and industry is much deeper and more complex. An Inter-Agency Committee is currently at work collecting data that will permit a responsible evaluation of the facts. It was only after the Director of Personnel wrote his Memorandum that he, too, asked his staff for a detailed analysis of the Agency's facts. Until such an analysis is completed and until comparative studies are made of the experience of computing centers in CIA and its counterpart units in the other intelligence agencies, I do not believe we can accept the Director of Personnel's conclusions.

5. Attachment A contains all of the facts and figures relating to OCS's experience in selecting, recruiting, training, and managing ADP personnel. It was prepared by the OCS Administrative Officer and, in my judgement, represents a most thorough and comprehensive review of the personnel problems facing OCS.

6. I have selected a list of salient factors which are also relevant to responsible understanding of the situation:

a. Mission - OCS's mission is still undefined. Its staff is therefore unable to feel confident about the future.

b. Manpower - Repeated demands for increasing OCS staff have been denied. The OCS T/O has not increased in three years; it suffered a decrease of 20 during FY 65.

c. Workload - The amount of productive work turned out by OCS has risen steadily. All machines are operated on a three-shift basis. OCS has accepted new requirements from all Directorates and has met most of its customer deadlines. In terms of response time, it is meeting customer demands at rates faster than or equal to other service components, such as OP or OL.

d. Professionalism - When OCS was created, its principal personnel objective was to increase the level of professional proficiency in the new organization. This has been accomplished in two ways: (1) by encouraging individuals with no growth potential to leave, and (2) by attracting experienced professionals from college and industry.

e. Dead Wood - Of the 31 professionals who left OCS, 15 were encouraged to go because of their inherent limitations. These were individuals who never should have been hired in the first instance. Salary and Wage Division of OP will corroborate this.

f. Attrition - The remaining 16 professionals left for a variety of reasons, some of which do relate to personal discontent. However, I have compared attrition rates with my colleagues at NSA and DIA and find that OCS's turnover is not out of line. All three Agencies are experiencing most professional losses at the GS-11 to GS-13 level. A principal reason is higher salary and greater opportunity.

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g. <u>Key Puncher Attrition</u> - Here again the rate of turnover of key punchers in OCS is not out of line with NSA or DIA. It is traditional OP policy to send to OCS those individuals who <u>fail</u> to pass the typing test. These young people arrive in OCS without any desire to key punch and, in many cases, with a one-grade cut in their original hiring level. When we add pregnancies and marriage to this self-defeating personnel policy, we can expect rapid turnover in the key punch area. Although OCS tried to reverse this policy, OP has been unbending.

h. <u>Overtime</u> - OCS used 17, 000 hours of overtime during FY 65. Some of this time was uncompensated. Only dedicated employees work such hours-- dissatisfied ones would never stand for it.

i. <u>Training</u> - I cannot see how Director/OP can claim we are not providing adequate training for OCS employees. A look at the record shows more than 5% in training for both FY 64 and FY 65, and an estimated 7% in training for FY 66.

j. <u>Market Place</u> - We are competing in a scarce skill market place. The experience gained by OCS employees is highly salable in the outside world. Although OP has been able to supply college graduate trainees, most of the experienced hands have been acquired through direct OCS recruitment. Furthermore, OP has been unable to solve the problem of balancing the negative effects to CIA of Inter-Agency transfers. Any CIA computer professional can get on a Civil Service Register and in almost no time at all he will be picked up by another government agency at a one-grade jump. It is OP policy not to use these Civil Service Registers for filling computer positions in CIA. As a consequence, it is a one-way street with a net loss to CIA each time. I discussed this with Director/OP and put it in writing; however, no constructive help was forthcoming.

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k. <u>Depressed Pay Scale</u> - OCS has the lowest average grade in DD/S&T. We need a professional T/O rather than an administrative one. Without a professional T/O to provide growth from GS-11 through GS-14, we will remain in a poor competitive posture with other government agencies and industry. This suggestion was also surfaced with OP, but no positive reaction was forthcoming.

l. <u>Career Board</u> - An inspection of OCS Career Board Minutes will show that it is an effective instrument of management. It meets regularly and discusses a wide range of personnel problems. Staff meetings in OCS are also frequent and the importance of communicating down has been stressed many times.

m. <u>CIA - ADP Centralization Issue</u> - Director/OP remarks on this topic are subjective.

n. <u>Creative Computer Work</u> - Director/OP says that OCS personnel believe that the "exciting" computer work is being done elsewhere in the Agency. This is hearsay, rather than fact. Creative work is being done all over OCS. We have, for example, done more original systems programming for the IBM 360 than any other user member in IBM's SHARE organization.

7. The principal value of the Director/OP's Memorandum is that it highlights the absence of hard information about ADP personnel practices in CIA. Such information is extremely important to the Agency, because it is perfectly clear that Directorate components are placing more and more dependence on computer people to provide them with daily support.

8. I recommend that the Director/OP nominate Mr. [ ] of his Office to serve as the Chairman of an Agency Committee composed of the Administrative Officers of OCS, NPIC and RID. The terms of reference for this group would include (a) collecting facts and figures about ADP personnel experience in the Agency; (b) analyzing this data, and (c) developing new Agency personnel policies and standards that will attract and keep ADP personnel in CIA.

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JOSEPH BECKER
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Office of Computer Services

Attachment A
cc: Executive Director-Comptroller
DD/S

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